

# FY21 Urban Campaign

Utah Office of Tourism and Film

# The Goals

1. Increase transient room tax
2. Increase hotel occupancy and short-term rentals in urban corridor
3. Drive awareness for the Wasatch front performing arts and cultural offerings.

## Long-term

1. Grow external positive brand reputation and urban identity; correct misconceptions
2. Increase resident buy-in and awareness

# The Opportunities

- Less urban density means wide-open streets and clean lines of sight to backyard mountains reinforcing the metro to mountain (indoor–outdoor) relationship.
- Utah's metropolitan corridor remains an underappreciated urban destination with distinctive character and culture mixed with quality amenities.
- International qualities and language proficiency imported by returned missionaries and a community welcoming of refugees add texture and diversity to our cities.

# The Challenges

- Certain aspects of urban travel remain constrained or of less interest due to the pandemic.
- Ogden and Provo-Orem MSA may need a distinct urban hook from Salt Lake City.
- Davis County is classified urban but its urban offerings are limited.
- Car culture
  - Many residents don't take advantage of the walkability and streets are designed for vehicle traffic.
  - Vehicles are often needed to get around efficiently.
- Some businesses close on Sunday, a common travel day.

# The Audiences

- All visitors considering landing in, departing from or passing through Salt Lake City and the Wasatch Front
- Travelers who are drawn to cities (including as a sole focus) and those who want assurance of the comfort and resources of home within a wider Utah outdoor adventure
- Travelers from nearby drive markets (Idaho, Wyoming, Nevada, Montana) who see the Wasatch Front as their closest destination for urban offerings

# The Messages

## Main campaign message themes:

- An outdoorsy population and distinctive mountain cities — combo indoor/outdoor vacations.
- Heritage, culture and sense of place inspired by natural surroundings.

## Supporting messages:

- Base camp and launching point to red rock, and world-class ski resorts.
- Undiscovered qualities: Access to culture and dining without the big city crowds.

# Collaboration and Momentum

- Stay current on COVID-19 impact and opportunity.
  - *Postponed FY20 campaign was relaunched in June with attention to pandemic-era travel concerns. Completed in September.*
  - Key initiative: Support the combined recovery of Utah's urban spaces.
- Learn about urban marketing goals and product of our partners.
  - Look ahead to upcoming and new for future content and storytelling.
- Involve urban partners in auditing their visitutah.com destination content.
- To maintain momentum, UOT public relations and social media kicked off new urban efforts early in fiscal year.

Paid Media



# Look Back Urban FY19-20

## Main Tactics:

- Native articles (Nativo and Pulse Point)- Total of 13 article pieces
- PPC

**Market Focus:** Los Angeles, Phoenix, Boise, Bozeman, Denver, Boulder, L.A./San Diego, San Fran, Santa Fe, Reno

## Flighting:

- Launched October 2019-March 2020
- Relaunched June 2020-September 2020
- Content Analysis and Refresh Early August 2020

# Look Back Urban FY19-20

From 2019-2020, native advertising served just shy of 60 million impressions, generating 271K clicks for a CTR of .46%.

Over the course of the full campaign, native generated 1,032,118 ad exposed hotel searches, resulting in 41,386 hotel bookings for a total of \$11.2Million in hotel revenue (enriched).

14,785 of those hotel bookings were from when we relaunched in summer.

## Amplified Article Content

[illegible]

Original 2019

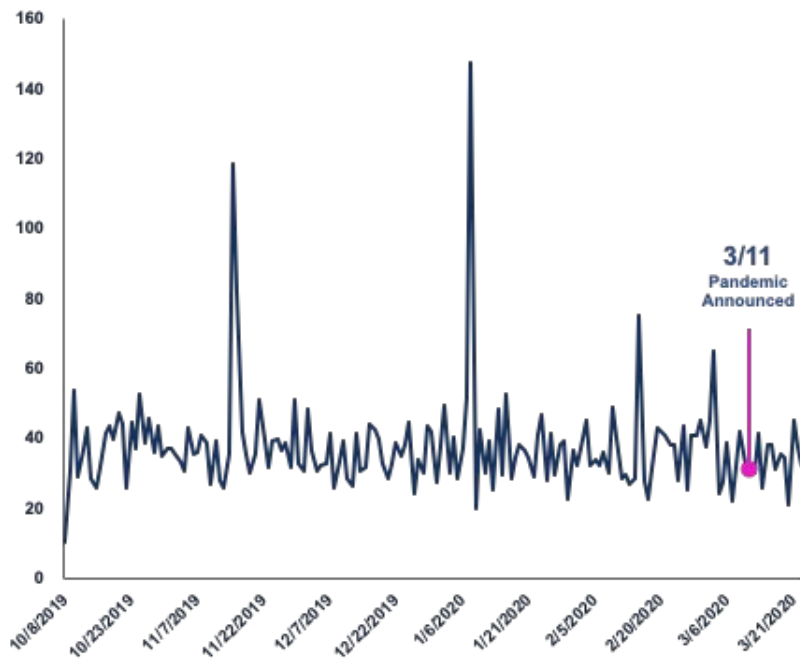
# Relaunch 2020

## Content Refresh

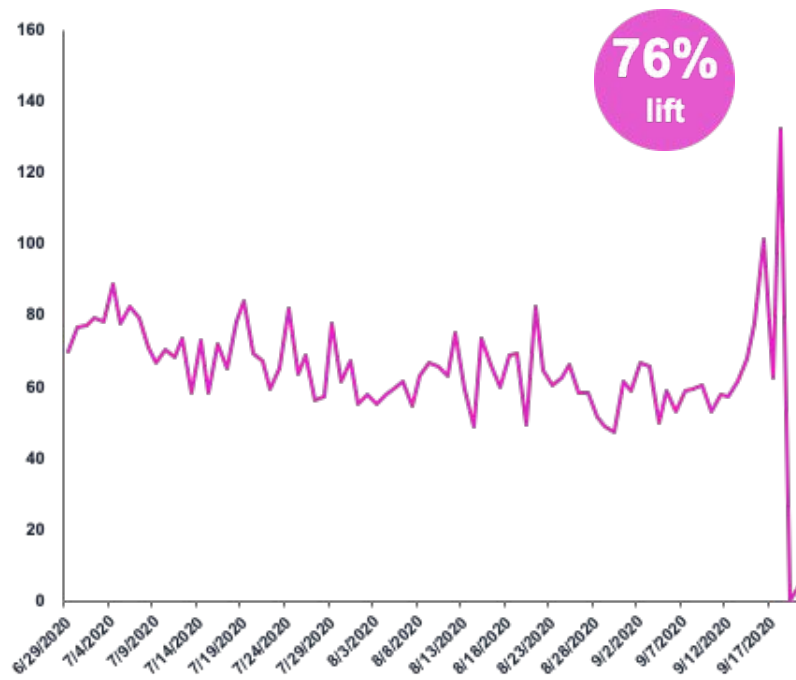
# Content Engagement

2020 Content Consumption Surge Drives High Time Spent on Page

PRE-PANDEMIC



PRESENT DAY



# Media Recommendation

Budget: \$380K

Markets:

Focus on regional small urban pockets that have shown historical engagement while introducing Texas markets.

- Los Angeles, Phoenix, Boise, Jackson, Bozeman, Denver, Boulder, L.A./San Diego, San Fran, Santa Fe, Reno, Dallas/Austin/Houston

Continue leveraging a combination of native on site and off site with proven partners.

Initial native focus will be a combination of promoting arts, culture and entertainment with a balance of other metro experiences both indoor and outdoor.

Utilize YouTube to promote Wasatch Front series and other long form videos.

Introduce display retargeting to help move consumers down the funnel.

# Media Partners



## Media Flowchart and Timing

[illegible]

# Paid Search



# Look Back Urban FY19-20

Main Tactics:

- Campaign restructured
- Ad copy rewritten
- Search strategy revised

Urban FY19-20	Current Urban Structure
<u>Provo Valley Utah</u> <u>Ogden</u> <u>Park City</u> <u>Salt Lake City</u> <u>SLC Live Music</u> <u>Urban (statewide)</u>	<u>Salt Lake City</u> <ul style="list-style-type: none"><li>- Things to do</li><li>- Music/concerts</li><li>- Dining</li></ul> <u>Ogden</u> <ul style="list-style-type: none"><li>- Things to do</li><li>- Music/concerts</li><li>- Dining</li></ul> <u>Provo</u> [...]  <u>Park City</u> [...]  <u>Utah Nightlife</u> <u>Utah Bars/Breweries</u> <u>Utah Distilleries</u>

# Look Back Urban FY19-20

Market: Nationwide

Flighting: Consistent throughout year, budget reduction



# Urban PPC – YoY Changes

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## Impressions

■ Pre Overhaul ■ Post Overhaul

-7.8%

727,667

671,226

Impressions

## CTR

■ Pre Overhaul ■ Post Overhaul

-25%

12.30%

9.22%

CTR

## Avg. Cost

■ Pre Overhaul ■ Post Overhaul

+27%

\$0.33

\$0.42

Avg. CPC

# Google Analytics Traffic Post-Overhaul

Google Ads: Ad Group ?	Acquisition					Behavior	
	Clicks ? ↓	Cost ?	CPC ?	Users ?	Sessions ?	Bounce Rate ?	Pages / Session ?
	61,894 % of Total: 9.75% (634,786)	\$26,191.95 % of Total: 10.65% (\$246,012.07)	\$0.42 Avg for View: \$0.39 (9.19%)	12,109 % of Total: 0.34% (3,585,544)	14,941 % of Total: 0.32% (4,699,124)	50.69% Avg for View: 60.91% (-16.78%)	1.80 Avg for View: 1.67 (7.80%)
1. SLC - Things to Do	33,580 (54.25%)	\$14,409.41 (55.01%)	\$0.43	6,795 (55.34%)	8,331 (55.76%)	52.07%	1.77
2. SLC - Music	16,757 (27.07%)	\$7,438.32 (28.40%)	\$0.44	3,366 (27.41%)	4,050 (27.11%)	48.32%	1.87
3. Provo - Things to Do	4,215 (6.81%)	\$1,608.60 (6.14%)	\$0.38	722 (5.88%)	872 (5.84%)	49.31%	1.62
4. Ogden - Things to Do	4,032 (6.51%)	\$1,698.06 (6.48%)	\$0.42	736 (5.99%)	878 (5.88%)	50.00%	1.79
5. Park City - Things to Do	1,933 (3.12%)	\$616.03 (2.35%)	\$0.32	389 (3.17%)	449 (3.01%)	46.10%	1.87
6. Park City - Music	291 (0.47%)	\$70.70 (0.27%)	\$0.24	63 (0.51%)	74 (0.50%)	48.65%	2.35
7. SLC - Food	232 (0.37%)	\$82.23 (0.31%)	\$0.35	38 (0.31%)	62 (0.41%)	72.58%	1.21
8. Provo - Music	203 (0.33%)	\$57.27 (0.22%)	\$0.28	44 (0.36%)	51 (0.34%)	45.10%	1.41
9. Ogden - Food	164 (0.26%)	\$60.45 (0.23%)	\$0.37	41 (0.33%)	49 (0.33%)	48.98%	1.69
10. Utah - Nightlife	143 (0.23%)	\$44.25 (0.17%)	\$0.31	29 (0.24%)	32 (0.21%)	40.62%	2.72

# Moving Forward

## Refine Targeting

With custom audiences that weren't available to us last year, we can more directly target travelers that are in-market or intending to visit, have affinities for urban experiences, and are COVID-19 resilient.

Last Minute Bookers

COVID-19 Resilient

Confirmed Utah Bookers

Travel Deal Seekers

Elite Travel Score

High Hotel Consideration

# Moving Forward

## Expand Search Strategy

Our audience's search intent extends beyond music, dining, and activities. We have the opportunity to address new search topics this year.



# Moving Forward

**Remain Flexible** - by labeling detailed variables in our PPC account, we'll be able to pause/enable aspects of our campaigns at a moment's notice.

## Broad Search Terms

Broad terms that don't seek a clear intent, resource, or destination

*Dinosaur exhibits*

*Family vacations*

*Backpacking trips*

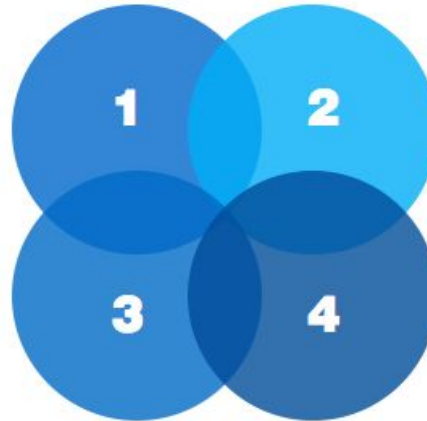
## Ad Language

Adjust ad copy to ensure messaging is appropriate

*Pause and/or adjust dynamic titles*

*Pause ads w/ strong CTAs*

*Leave only resourceful & responsible ads*



## Local Advertising

Pause all PPC advertising in the state of Utah

## Regional Promotion

Pause advertising the promotes high-risk regions or destinations

*Kanab, Moab, Springdale*

*SLC, St. George, Park City*



Content

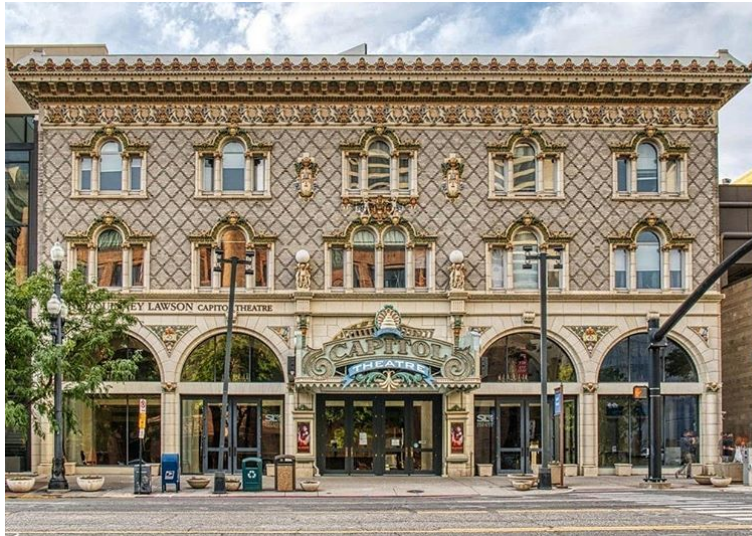




Social

# Social Themes

- Support Local / TravelZoo Deals (#InUtah)
- Explorer's Guide (explore.visitutah.com)
- Women's Suffrage Anniversaries (#UtahHERitage / #SheTravelsUtah)
- Articles and high awareness of Wasatch Front communities



# Domestic Organic Social:

FY20 (July 1, 2019 – June 30, 2020)	FY21 (July 1 – Oct 31, 2020)
<p>Organic Social (with Always-on)</p> <ul style="list-style-type: none"><li>• 89 Total Posts</li><li>• 2.9M Total Impressions</li><li>• 126K Total Engagements*</li><li>• 9.6K Total Clicks to Website</li></ul>	<p>Organic Social (with Always-on)</p> <ul style="list-style-type: none"><li>• 61 Total Posts</li><li>• 2.5M Total Impressions</li><li>• 133K Total Engagements*</li><li>• 18K Total Clicks to Website</li></ul>
<p>Always-on (Breakdown)</p> <ul style="list-style-type: none"><li>• Platforms: Facebook, Instagram</li><li>• Objectives: Engagement, Traffic, Views</li><li>• \$40K Total Spend</li><li>• 38 Total Boosted Posts</li><li>• 4M Total Impressions</li><li>• 329K Total Engagements*</li><li>• 19K Total Clicks to Website</li></ul>	<p>Always-on (Breakdown)</p> <ul style="list-style-type: none"><li>• Platforms: Facebook, Instagram, Twitter</li><li>• Objectives: Engagement, Traffic</li><li>• ~\$7K Total Budget (0.3% of total budget)</li><li>• 10 Total Boosted Posts</li><li>• 950K Total Impressions</li><li>• 105K Total Engagements*</li><li>• 1.5K Total Clicks to Website</li></ul>

\*Engagements = Reactions, Comments, Shares, Saves

Sources: Sprout Social, Facebook Ads Manager, Pinterest Ads, Twitter Ads

# Domestic Paid Social:

FY20 (July 1, 2019 – June 30, 2020)	FY21 (July 1 – Sept 30, 2020)
<ul style="list-style-type: none"><li>• Platforms: Facebook, Instagram</li><li>• Objective: Traffic, Awareness</li><li>• \$35K Total Budget</li><li>• 10 Total Ads</li><li>• 5.5M Total Impressions</li><li>• 59K Total Engagements*</li><li>• 28K Total Clicks to Website</li></ul>	<ul style="list-style-type: none"><li>• Platforms: Facebook, Instagram, Twitter, Pinterest</li><li>• Objective: Traffic</li><li>• \$35K Total Budget (~\$15K Total Spent)</li><li>• 10 Total Ads</li><li>• 5.1M Total Impressions</li><li>• 115.5K Total Engagements*</li><li>• 32.2K Total Clicks to Website</li></ul>

*\*Engagements – Reactions, Comments, Shares, Saves*

*Sources: Facebook Ads Manager, Pinterest Ads, Twitter Ads*

# Content Creators

Influencer Activation: [@alexthevagabond](#) of [@vagabrothers](#) – “Secret Side to Sundance” (Jan 2020)

- 63 Total Content
  - 1 YouTube video
  - 4 Instagram in-feed posts
  - 58 Instagram Stories
- Performance:
  - 569.5K Impressions
  - 8.5K Interactions
  - 30.5K Video Views
  - 117% higher interactions than @VisitUtah’s urban content

## Urban-focused Ambassadors

- [@drnaomz](#) – Let’s Talk Utah: [HERitage Walking Tour](#) (Nov 2)
- [@utahgrubs](#) – Let’s Talk Utah: #SupportLocal (Nov 9)
- [@courtneyincolor](#) – Let’s Talk Utah: West Desert Art (Postponed for Season 2)

# Public Relations

# Urban - FY20

## For those who didn't realize, Utah is not a *dry* state.

The state boasts more than 350 bars, and Salt Lake County accounts for over half. There are some puzzling liquor laws, though, set by state legislation that's primarily comprised of the Mormon population. For instance, there's a liquor control system—*required in all bars and restaurants*—that measures out the base spirit poured into a cocktail. It counts the number of shots poured, and meters the precise amount of *1.5 ounces*, which means the gin poured into a standard Martini is reduced by half (*and double pours are prohibited in Utah*).

Despite its reputation for being “dry,” and under-served when it comes to quality cuisine, Utah is home to some of the top chefs and mixologists in the country. In fact, Salt Lake City is attracting more and more food and beverage experts who are determined to make the area a destination for vibrant dishes and hip cocktails. They're quick to point out they they're in it because they love what they do, not for the fortune and fame some others chase in more prominent cities. Plus, they all share a healthy sense of

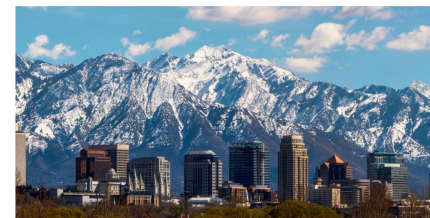
## Key Takeaways:

- Focus on increasing high-level awareness & influencing perceptions/misconceptions of Utah's urban corridor/identity
  - Media are curious to discover, experience and explain *what* makes Utah's urban corridor unique - “*Who knew?*”
  - Food & beverage a strong / unique storyline
- And then COVID happened: innovation & “pivoting” will continue to be a major focus in 2021.

<a href="#">TheDailyMeal.com</a>	<a href="#">The 50 Best Foodie Towns in America</a>
<a href="#">JustLuxe.com</a>	<a href="#">3 Reasons Foodies Are Flocking to Salt Lake City</a>
<a href="#">West of 105</a>	<a href="#">Salt Lake City Five Ways</a>
<a href="#">Chilled Magazine</a>	<a href="#">Salt Lake City is Undergoing a Spirited Shift, and Water Witch is Leading the Way</a>
<a href="#">Food Network Magazine</a>	<a href="#">America's Most Instagrammable Restaurants</a>
<a href="#">FSR Magazine</a>	<a href="#">Cheese Isn't Slowing Down on Restaurant Menus</a>
<a href="#">My Recipes</a>	<a href="#">You Won't Believe How Much Chocolate a Professional Chocolate Taster Eats In a Day</a>
<a href="#">Chilled Magazine</a>	<a href="#">How to Get a Drink in Salt Lake City</a>
<a href="#">Vine Pair</a>	<a href="#">How Salt Lake City Became a Top American Drinking Destination</a>
<a href="#">Alaska Beyond</a>	<a href="#">Fruitful Approaches</a>
<a href="#">Distilling</a>	<a href="#">Waterpocket Distilling</a>
<a href="#">Fodors</a>	<a href="#">These Distilleries Aren't Just Making Booze—They Could Be Saving Your Life</a>
<a href="#">TODAY</a>	<a href="#">How Restaurants Are Reinventing Themselves During the Pandemic</a>
<a href="#">Cool Hunting</a>	<a href="#">Recreating Long-Lost Liqueurs at Waterpocket Distillery</a>



## How Salt Lake City Became a Top American Drinking Destination



words: [BETSY ANDREWS](#)

Last fall, before Covid-19 swept in and changed everything, I found myself on a road trip through Utah that started in Salt Lake City. There, men dressed in white refused me entrance to the members-only temple of the Church of Jesus Christ of Latter-day Saints, but the state's capital was full of revelations nonetheless. They were simply of the boozier kind — from a Suntoni Toki highball laced with passionfruit and shiso at [Post Office Place](#), a bar that claims the nation's most [Japanese whiskey](#), and clarified, hand-cut ice in a cye-and-cynar elixir at buzzy eatery [HSL](#), to a little Frappato from Sicily's tiny, organic Gurrieri winery, sipped for a song at the restaurant [Table X](#), and local beers like the massive Pumpkin Imperial [Stout](#) from [Epic Brewing](#) and the salty Lake Effect [gose](#) from [Proper Brewing](#).

# Urban - FY21

## PR Tactics:

- The Urban Base Camp: creating links between the urban center & off-the-beaten path destinations - “Great American Road Trip” momentum.
- Media Hosting - In Person & Virtual for first-hand experiences in Utah’s urban corridor & coverage, including:
  - Kimberly Wilson (Essence Magazine, CNTraveler)
  - Jenn Rice (Food & Wine, Departures, Domino)
  - Utah U -- Meet the women leading Utah’s food & beverage renaissance (Dec 9)
- Monthly PR Headlines to KPI media outlets & freelancers

## Key Messages / FY21 Trends:

- Urban adventure base camp
- The flexible city experience
- The cultural mix: creative/art communities
- Community initiatives
- Culinary experiences/Culinary changemakers
- Rise of the staycation/remote learning & work
- How to support local
- Unique, private “pod” experiences

**TRAVEL+**  
**LEISURE**

## The Best Places to Travel in September



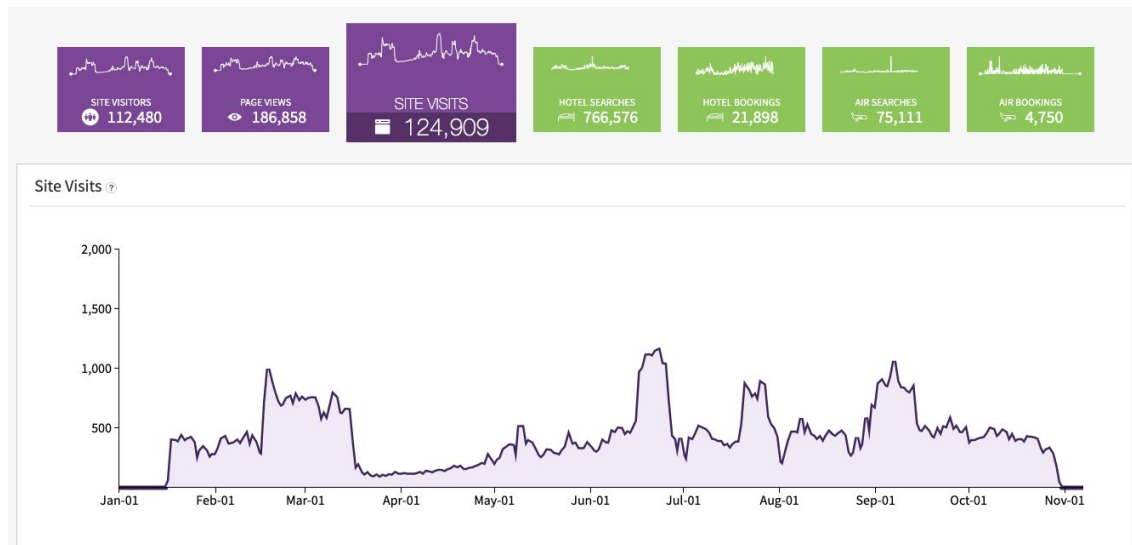


Website

# Look Back Urban Website Content FY19-20

Starting January 20th, we designed a new pixel strategy that included segmenting out our Urban content on VisitUtah.com for the purposes of more detailed tracking.

- Urban content on VisitUtah.com has generated an estimated \$5.6M in hotel revenue. This was an estimated 47k travelers.



# TravelZoo Activation

As part of the ShopinUtah program, UOT created a program with TravelZoo to promote our state and help drive more visitors to our hotels and attractions. Urban deals were included in the Northern Promotional Page.

Send Date	South or North	Email Region	Emails sent	Opens	Clicks	Open Rate	CTR
10/27	North	Denver	380,000	44,417	2,969	11.69%	6.68%
10/27	North	Dallas	530,000	48,985	2,327	9.24%	4.75%
10/27	North	Phoenix	305,000	34,585	1,787	11.34%	5.17%
10/27	North	Los Angeles	785,000	101,499	5,082	12.93%	5.01%
			<b>2,000,000</b>	<b>229,486</b>	<b>12,165</b>	<b>11.47%</b>	<b>5.30%</b>

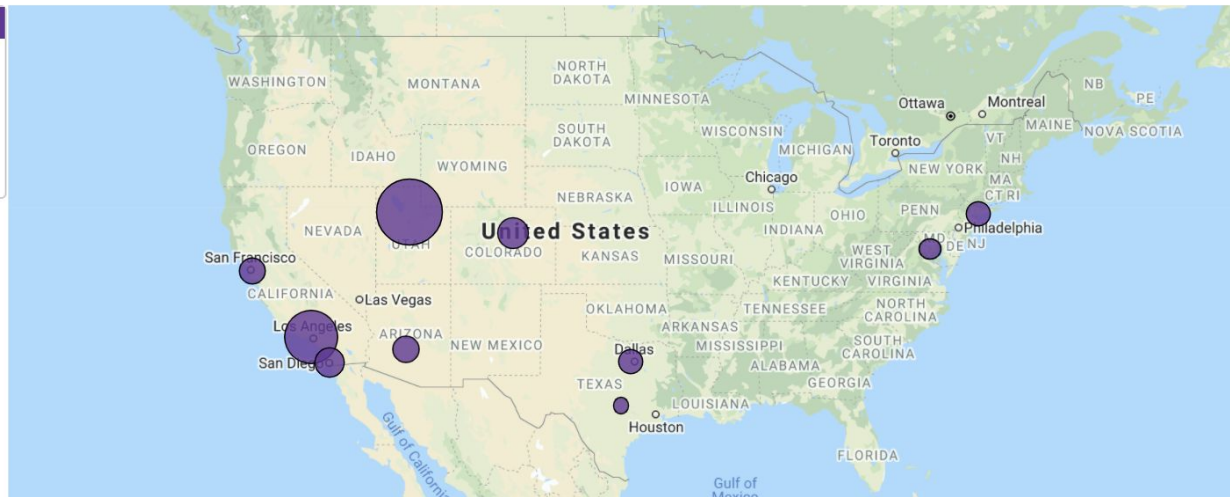
Benchmarks	
Email	
Open Rate	8-10%
CTR	5-8%
Partner Promotion page	
CTR	10%

# TravelZoo Activation

Our campaign with TravelZoo has already tracked more than \$79k in hotel revenue. This is an estimated \$1.3M in hotel revenue.

Top Hotel Origin Markets ?

Rank	Markets	% of Booking
1	Salt Lake City, UT, US	21.4
2	Los Angeles, CA, US	14.9
3	Denver, CO, US	6.0
4	San Diego, CA, US	5.3
5	San Francisco Bay Area, CA, US	4.6
6	Phoenix, AZ, US	4.3
7	New York, NY, US	3.9
8	Dallas-Ft Worth, TX, US	3.9
9	Washington, DC, US	3.2
10	Austin, TX, US	2.1



# TravelZoo Activation

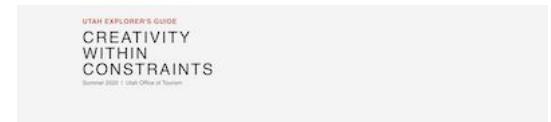
- Hanson Dodge designed and built a new landing page emphasizing the support local message, which brought together ideas and articles with the promotion of Shop In Utah travel deals hosted by TravelZoo.
- This page received 11,000 pageviews between Sept. 1–Nov. 1, and is still live; the format was modified to fit the new visual design.

# Digital Utah Explorer's Guide

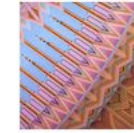
## (explore.visitutah.com)

- 58,000 pageviews (August 1–October 1)

Region ?	Acquisition			Behavior	
	Users ? ↓	New Users ?	Sessions ?	Bounce Rate ?	Pages / Session ?
	44,493 % of Total: 99.10% (44,895)	44,528 % of Total: 99.13% (44,920)	50,587 % of Total: 99.16% (51,017)	91.00% Avg for View: 90.99% (0.02%)	1.14 Avg for View: 1.14 (-0.02%)
1. California	7,429 (16.54%)	7,362 (16.53%)	8,250 (16.31%)	91.47%	1.12
2. Texas	3,598 (8.01%)	3,584 (8.05%)	4,026 (7.96%)	91.08%	1.13
3. Florida	2,573 (5.73%)	2,560 (5.75%)	2,897 (5.73%)	91.34%	1.12
4. New York	1,846 (4.11%)	1,835 (4.12%)	2,110 (4.17%)	91.94%	1.13
5. Illinois	1,708 (3.80%)	1,691 (3.80%)	1,872 (3.70%)	92.57%	1.10
6. Utah	1,342 (2.99%)	1,309 (2.94%)	1,702 (3.36%)	77.91%	1.61
7. Ohio	1,300 (2.89%)	1,292 (2.90%)	1,509 (2.98%)	91.05%	1.12
8. Washington	1,278 (2.85%)	1,273 (2.86%)	1,404 (2.78%)	91.17%	1.13
9. Arizona	1,267 (2.82%)	1,264 (2.84%)	1,420 (2.81%)	90.63%	1.14
10. Georgia	1,265 (2.82%)	1,250 (2.81%)	1,429 (2.82%)	91.53%	1.12



### FEATURES



**ART DECO IN MOTION**  
Utah may be Art Deco's best hidden gem. Come for the Art Deco, stay for the view of the most vibrant art scene in Utah.  
By Anne Hargrave



**CULTURAL CUISINES FIND NEW HOMES IN PROVO**  
Three families share their heritage and culture in planning downtown Provo where restaurants grow from around the globe.  
By Anne Hargrave



**A MATTER OF GEOLOGICAL CONSENT**  
Over a million years of the Earth's geological history can be seen within an hour's drive of Salt Lake City, where a modern landscape tells ancient stories.  
By Emily Clark



**UTAH FEMALE ARTISTS EXPLORE THE SUBLIME THROUGH ART**  
As the intersection of landscape, domestic life and religion, female artists have created a consciousness in Utah.  
By Kelley Marie Nielson



**YOU ARE WHERE YOU EAT**  
Get to know Salt Lake City's food culture, from the local food scene to the local food scene.  
By Emily Clark



### HOW-TO UTAH



**WHERE TO SEE UTAH WOMEN'S ART IN 2020**  
By Emily Clark



**A REFRESHER ON UTAH'S LIQUOR LAWS**  
By Emily Clark



**HOW TO VISIT UTAH'S MOST-VISITED FOREST**  
By Emily Clark

# Website Priorities

- Set up new data layer to track urban content performance
- Involve urban partners in auditing their visitutah.com destination content
- Review analytics on urban pages for takeaways or insights
- Consider what website enhancements to fit into our 6-12 month enhancement roadmap based on supporting urban communities

Content



# Upcoming Distribution

- Voices of the Wasatch
  - Four-part video series
  - Pre-roll
- Utah Cultural Alliance Native Articles
  - Nativo
    - Ski + SLC/Park City Arts and Culture
    - Northern Utah
    - 4 Family-Friendly Cultural Activities Across the Wasatch Front
    - Exploring Utah's BIPOC Cultural Landscape
- Visitutah.com Content
  - Pulsepoint
    - TBD

# New Content

- Hike and Dine (Mountains to Metro) Series — Ogden, Davis, SLC, Provo
- Salt Lake's Tattoo Scene: Inclusivity is the New Frontier
- Cultural Cuisines Find New Homes in Provo
- You Are Where You Eat: The Best Latino Food Spots in SLC
- Women-made wine imported to Utah, Terrestoria
- Art Deco in Motion: Ogden's Creative Remodel
- Utah Female Artists Explore the Sublime Through Art
- The Myth of Provo-bition
- Provo's Music Scene
- Native Village at This is The Place
- Wasatch Wellness Itinerary

# Additional Content Tasks

- Audit need to develop additional informational and inspirational content to satisfy key stories.
- Audit content for improved engagement or COVID-context adjustments.
- Development of two or three new itineraries anchored in urban areas.
- Finalize video distribution plans and supporting content.

## Creative Additions

- Native articles to be distributed on behalf of the content goals of Utah Cultural Alliance, complemented with UOT article coverage.
- Team to review banner display retargeting tactics once content is determined.

Budget

Allocation	Flight/Notes	FY21
Native Advertising and Pre-roll (Love)	11/30/20 to 6/30/21 includes Utah Cultural Alliance	\$380,000
Audience Building and Digital Innovation	Travelzoo, custom audiences, influencers, email marketing and lead gen	\$90,000*
Paid Social	Weighted to Jan–June	\$35,000 <sup>†</sup>
Public Relations Urban Corridor	Virtual, In-person event TBD	\$10,000 <sup>††</sup>
		\$515,000

\*Some budget already deployed.

<sup>†</sup>Some budget already deployed. Always on social moved to independent budget.

<sup>††</sup>Some budget already deployed. Figure adds to carryforward from FY20.

Wood Stone

LIFE  
**UTAH**  
ELEVATED<sup>®</sup>

